

Small Disadvantaged Business Enterprise Strategic Plan for City of Durham, Police Headquarters Complex Durham, North Carolina



Equal Employment Opportunity Policy Statement

Lend Lease believes that there are many benefits to doing business with Small Disadvantaged Business Enterprises. By purchasing professional and construction-related services, supplies and materials from SDBE firms, Lend Lease can participate in strengthening the economic foundation of our local communities. The Police Headquarters Complex project provides a significant opportunity to continue our collaboration with SDBEs in the City of Durham.

It is Lend Lease's policy to provide equal access and opportunity for all interested SDBEs to secure subcontracts for the provision of goods and services on our projects. Lend Lease is committed to promoting the growth and development of SDBEs, and will contribute to the viability of such businesses by purchasing goods and services and by awarding construction contracts in accordance with state laws, City of Durham governance and Lend Lease contracting and purchasing procedures.

Plan Objectives

Lend Lease will:

- **ENSURE SDBE PARTICIPATION** with Tier 1 and lower tier involvement on the Police Headquarters Complex project in accordance with the City of Durham guidelines and regulations.
- **STRIVE FOR DIVERSITY AMONG THE VARIOUS MINORITY GROUPS** that are reflected in our community.
- Include **TIER 2 SDBE REQUIREMENTS** in Tier 1 Trade Contracts and encourage them to purchase supplies and services from SDBE firms as well.
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- **PROVIDE FAIR AND EQUAL OPPORTUNITY FOR SDBE FIRMS** to prequalify as suppliers/subcontractors on this project.
- **REDUCE THE BARRIERS THAT SDBE FIRMS ENCOUNTER** when attempting to become involved in construction projects
- Plan, advertise, and implement effective **OUTREACH EFFORTS** to identify certified SDBEs, and provide training necessary to submit an accurate and competitive bid.
- Constant **COMMUNICATION AND REPORTING** of SDBE opportunities and participation results.

PLAN OBJECTIVES

**Achieve SDBE Goal
Set Lower Tier Goals
Open and Fair Prequalification
Reduce Barriers to Participation
Clear & Constant Communication
Innovative Outreach**

Goal

In accordance with the City of Durham regulations, it will be the goal of the Lend Lease team to achieve agreed participation levels with City of Durham-certified SDBE firms who perform a commercially useful function in the relevant work (as defined in SDBE Program Guidelines EBO Ordinance Section 18.55 EBO Program Eligibility).

To ensure the overall SDBE goal is achieved, Lend Lease will include lower tier SDBE goal requirements in all Tier 1 Subcontracts for trade work. Any Tier 1 firm not meeting the minimum goal will undergo a thorough non-compliance review and be required to provide documentation of good faith efforts.

Meaningful SDBE Mentoring and Teaming

Over the years, Lend Lease has had the great fortune of fostering strong relationships with many General Contractors and trade contractors within the SDBE community – and has seen capacity grow for those businesses. Lend Lease plans to continue its longstanding tradition of building relationships with SDBE General Contractors and subcontracting firms on this project.

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Good Faith Efforts

The effectiveness and success of this Strategy is dependent upon several factors including; commitment, good planning, clearly communicated objectives, adequate resources, and a PDCA (plan/do/check/act) philosophy. Lend Lease is committed to taking all necessary steps to provide maximum opportunity to SDBEs on the Police Headquarters Complex. In addition to standard Good Faith Effort criteria as outlined in E-107, additional steps include:

- Regularly scheduled project review sessions are helpful and necessary to maintain the focus and intention to deliver projected SDBE participation. Lend Lease will conduct periodic meetings to review successful strategies, to recommend problem-solving methods, and to assign responsibilities, roles, and deadline for meeting project objectives.
- A report of SDBE participation will be a standard agenda item at review sessions, including the status of SDBE participation by each major contractor, subcontractor and service provider.
- All project personnel will be assigned goals in support of the diversity plan and accountable for achieving their goal.
- Recognizing contractors, subcontractors and service providers on the Police Headquarters Complex for exceptional effort and achievement of SDBE subcontracting during the reporting period.

**THE FORMULA
Equal Access –
Barriers to
Participation
= EQUAL
OPPORTUNITY**

**Equal Opportunity
+ Training
/Mentoring
= HUB FIRM WITH
REPEAT WORK**

Reducing Barriers

Since the inception of our Diversity Program, Lend Lease has established various policies and procedures aimed at reducing barriers to participation for SDBE firms.

Those efforts include:

- Breaking up work packages into distinct, economically feasible scopes of work to allow for SDBE participation
- Eliminating and/or lowering the bond or insurance requirements
- Providing quick pay and joint check options

We believe that removing and reducing barriers such as these will increase work opportunities for SDBE firms. Lend Lease fully prescribes to the formula that providing SDBE firms with access to all project information and reducing barriers to participation affords SDBE firms an equal opportunity to compete for work.

Relevant Community-Based Outreach

A key element of our SDBE program is providing outreach to the local community. Lend Lease is an active and committed partner with a variety of local, state and national trade organizations.

LOCAL COMMUNITY AND TRADE ORGANIZATIONS	
United Minority Contractors of North Carolina	North Carolina Coordinators' Network
Hispanic Contractors Association of the Carolinas	ACE Mentoring Program
Carolinas Minority Supplier Development Council	Plan and Resource Centers of NC
Durham Business and Professional Chain	National Association of Minority Contractors
UNCCH HUB Advisory Committee	
NC Institute for Minority Economic Development	
Greater Durham Black Chamber of Commerce	
HUB Contractor Academies	

In addition, we will perform the following as part of our outreach efforts:

1. Advertisement in general circulation, trade association and minority/women focus media concerning subcontracting opportunities. In such media as:

- Durham Herald

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- The Carolina Times
- The Triangle Tribune

2. Provide written notices to all SDBE's listed in the City of Durham database that might perform the work to be subcontracted.

Lend Lease will send invitations to bid to firms in the City of Durham SDBE database expressing the desire to receive a bid from their firm for scope of work in their respective areas of expertise.

3. Timeliness of advertisements to permit sufficient time for response by SDBE's.

Awareness of opportunities is essential to SDBE involvement. Early in the pre-construction phase (2 weeks or if time allows 30 days in advance, prior to bid), SDBE contractors will be notified via electronic mail of the upcoming project. These notifications include a brief description of the project, potential subcontracting opportunities and anticipated solicitation dates.

Lend Lease will support the local community by:

- Establishing relationships with groups impacted by the project through coffee talks, receptions, and tours (as appropriate) of the project site; and by distributing informational flyers.
- Conducting an in-depth project information and bid preparation session aimed at successfully ushering SDBEs through every step of the design, prequalification, bidding, procurement and construction processes.
- Recruiting construction workers and office personnel from the local community.
- Creating and maintaining a directory of all participants in the community sessions to retain information for future projects.
- Structuring appropriate informational meetings with high school and college students interested in the project as interns, temporary support staff, and for other employment.
- Connect SDBE contractors and suppliers to community-based organizations and programs; support their utilization of these services.

SUBCONTRACTOR BID PREPARATION SESSIONS

The subcontractor bid preparation sessions are designed to maximize opportunities for majority firms to collaborate and network with SDBE firms. The major purpose is to provide a climate of mutual trust and willingness to look for:

- Joint venture possibilities,
- Multiple levels of subcontracting, sharing equipment, materials,
- Planning for bonding and insurance coverage for the project and working collectively to predict and plan for other pertinent issues before the award process begins.

As part of our subcontractor preparation, Lend Lease will conduct the following:

- Review bid forms as prescribed by the City of Durham EBO Program:

Name/description of form
E-101 (SDBE Participation on Base Bid)
E-102 (SDBE Participation on Bid Alternate)
E-103 (Employee Breakdown)
E-105 (Statement of Intent to Perform as Subcontractor)
E-106 (Request to Change SDBE Participation after Bid Opening)
E-107 (Questionnaire on Bidder's Good Faith Efforts)
Good Faith Documentation
Equal Employment Opportunity Statement

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- Subcontractor dialog sessions to introduce large majority-owned companies to smaller SDBE firms to promote mutual planning for contract performance: joint venture/partnering relationships, shared resources, and multiple levels of subcontracting.
- Strategy sessions with major bidders to review cost effective recommendations for bid packaging and for maximizing opportunities.
- Informational meetings to identify and plan SDBE participation in informal bid opportunities, emergency purchases, and one-time project expenditures - viewed as possible direct contract opportunities for SDBE firms.
- Focus group sessions to discuss and plan problem-solving strategies where barriers remain to desired participation of SDBE firms.

SDBE Participation Monitoring & Reporting

Lend Lease will audit the monthly subcontractor applications for payment in order to ensure that their SDBE commitments are included as line items in their monthly billing, and that all SDBEs are properly certified by the City of Durham. This is the best way to guarantee that they have:

- Awarded the subcontract to the SDBE firm(s)
- Allocated the correct contract dollar amount to the SDBE firm(s)
- Actually billed on behalf of the SDBE firm(s)
- Collected monthly affidavits and waivers of lien to assure the money is being paid to SDBE firm(s) identified for their monthly work in place

The monitoring plan will include reviewing all scheduled payments to direct suppliers, service providers, and contractors and subcontractors of every tier. Procedures for determining acceptable evidence of payment to contractors and SDBE firms will be determined by project personnel and by Tammie Hall, Lend Lease's Senior Supplier Diversity Manager.

Through our comprehensive monitoring plan we will ensure that:

- All commitments important to SDBE participation are being honored in a timely manner.

In addition to the monitoring describe, Lend Lease will provide the following reports and information to the City of Durham:

- Provide quarterly reporting to the City of Durham. Reports shall be submitted by the 15th day of the month following the close of each quarter. (January, April, July, October)
- Provide reporting and mediation of conflicts or discrepancies regarding SDBE performance or any other issues.
- Prepare and present final reports on SDBE results.
- Allowing EO/EA staff to review bid tabulations upon request.
- Include EO/EA staff in project team meetings in which SDBE participation is discussed.

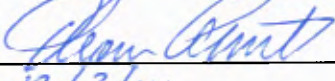
Lend Lease will ensure uniform, systematic reporting methods and will assemble, verify and report all SDBE data in accordance with the City of Durham's requirements.

Lend Lease (US) Construction, Inc. is committed to and supports the goals and objectives of the City of Durham with this SDBE plan for the Durham Police Headquarters Complex Project.

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City of Durham, Police Headquarters Complex
Durham, North Carolina**




The Small Disadvantaged Business Enterprise Strategic Plan for the Durham Police Headquarters Complex is hereby submitted and agreed to by:



12/3/14

Tom Plant
Date
Operations Manager – Vice President
Lend Lease (US) Construction, Inc.



12/1/14

Deborah Giles
Date
Director
Department of Equal Opportunity / Equity Assurance
City of Durham